



From: The Secretariat

April 3, 1996

**Committees and Units of the CGIAR:
Roles, Responsibilities, and Procedures**

The attached working document has been prepared by the CGIAR Secretariat in response to demands from the CGIAR community and at the request of the Oversight Committee.

This paper reflects the status of committees in the CGIAR at the present time and will be updated periodically to reflect changes in the CGIAR's committee structure and the terms of reference and procedures of the System's various units.

Comments and suggestions are welcome, and should be addressed to the CGIAR Secretariat.

Distribution:

CGIAR Members
Cosponsors
Oversight Committee
Finance Committee
Technical Advisory Committee and TAC Secretariat
Genetic Resources Policy Committee
Impact Assessment and Evaluation Group
NGO Committee
Private Sector Committee
Committee of Board Chairs
Center Directors Committee
Public Awareness and Resource Mobilization Committee

**COMMITTEES AND UNITS OF THE CGIAR:
ROLES, RESPONSIBILITIES, AND PROCEDURES**

Working Document

April 1996

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LIST OF ACRONYMS

ARI	Advanced Research Institute
CGIAR	Consultative Group on International Agricultural Research
CBC	Committee of Board Chairs, CGIAR
CDC	Center Directors Committee, CGIAR
CIS	Candidate Information System, CGIAR
EPMR	External Program and Management Review, CGIAR
FAO	Food and Agriculture Organization of the United Nations
FC	Finance Committee, CGIAR
IAEG	Impact Assessment and Evaluation Group, CGIAR
ICW	International Centers Week, CGIAR
MTM	Mid-Term Meeting, CGIAR
NARS	National Agricultural Research System
NGO	Non-Governmental Organization
OC	Oversight Committee, CGIAR
PAA	Public Awareness Association, CGIAR
PARC	Public Awareness and Resource Mobilization Committee, CGIAR
TAC	Technical Advisory Committee, CGIAR
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UPOV	Union for the Protection of New Varieties of Plants

CGIAR CENTERS

CIAT	Centro Internacional de Agricultura Tropical
CIFOR	Center for International Forestry Research
CIMMYT	Centro Internacional de Mejoramiento de Maiz y Trigo
CIP	Centro Internacional de la Papa
ICARDA	International Center for Agricultural Research in the Dry Areas
ICLARM	International Center for Living Aquatic Resources Management
ICRAF	International Centre for Research in Agroforestry
ICRISAT	International Crops Research Institute for the Semi-Arid Tropics
IFPRI	International Food Policy Research Institute
IIMI	International Irrigation Management Institute
IITA	International Institute of Tropical Agriculture
ILRI	International Livestock Research Institute
IPGRI	International Plant Genetic Resources Institute
IRRI	International Rice Research Institute
ISNAR	International Service for National Agricultural Research
WARDA	West Africa Rice Development Association

FOREWORD

The CGIAR is an informal association of members that supports sixteen international agricultural research centers. It has a flat decisionmaking structure and reaches its decisions by consensus. The process of decisionmaking in the CGIAR is facilitated by a number of committees and units. This paper assembles in one source the latest descriptions of the roles, responsibilities, and procedures of these committees and units.

The paper was prepared by the CGIAR Secretariat in response to demands from the CGIAR community and at the request of the Oversight Committee. The Committee reviewed two drafts of the paper and has endorsed this final draft. Like many documents of this type, this paper reflects the status of committees in the CGIAR at the present. It will be updated periodically to reflect changes in the CGIAR's committee structure and the terms of reference and procedures of the System's various units. The Oversight Committee keeps a watching brief on changes in the roles and responsibilities of the different components of the CGIAR and advises the CGIAR as needed and requested.

Paul Egger
Chair
CGIAR Oversight Committee

OVERVIEW

The Consultative Group on International Agricultural Research (CGIAR; the Consultative Group; the Group) is an informal association of over fifty public and private sector Members that supports a network of sixteen international agricultural research centers. Its mission is to contribute, through its research, to promoting sustainable agriculture for food security in the developing countries. Established in 1971, the CGIAR System is a small, but essential, component in the global agricultural research system addressing the needs of developing countries. It plays an important role as a catalyst and bridge builder, and complements the research conducted by the private sector on problems of international significance in agricultural crops, livestock, forests, aquatic resources, and policy. The Group ensures continuity of funding for the CGIAR-supported Centers.

The CGIAR conducts its business through meetings of the Group itself, and of its committees, as well as through interaction between the committees and the Group, and among the committees. This process of interaction is an important characteristic of the CGIAR System. The committees play an important role in ensuring the coherence and effectiveness of the CGIAR System and its major components.

The roles, responsibilities, terms of reference, membership, and procedures of the CGIAR's committees and service units are outlined below. They function within the context of the CGIAR System. The committees help *link* System-level discussions and decisions with the policies and practices of the Centers. The CGIAR Secretariat provides central services to the CGIAR and its committees. The information presented focuses only on key functions and procedures. A more detailed discussion of the roles, responsibilities, and procedures of the committees is available in the sources listed in the Select Bibliography.

This paper is intended to be a handy reference source for the CGIAR community. It is based on the Lucerne documents (*Background Documents on Major Issues* and *Summary of Proceedings and Decisions* of the Ministerial-Level Meeting held in February 1995), and minutes of various meetings of the CGIAR (International Centers Week and Mid-Term Meetings) and its committees. It also draws upon other published documents of the CGIAR, and the reports of various task forces and study groups established by the CGIAR in recent years. Although some of the information is presented in summary form, the paper maintains, as far as possible, the content of the original source documents in the Select Bibliography. The names and addresses of current Members of the CGIAR's committees and units are listed in the *CGIAR Directory*, published by the CGIAR Secretariat.

I. THE CGIAR SYSTEM

The CGIAR System

The CGIAR System is a loosely connected network of several component parts. The main components of the System are: the Consultative Group and its Members; international agricultural research centers supported by the Members; CGIAR committees (standing, advisory, partnership, and Center committees); and the central service unit, the CGIAR Secretariat. The CGIAR System collaborates with many partners in research and research-related activities, including national agricultural research systems in developing countries, advanced research institutes, non-government organizations, and the private sector.

Each part of the System performs a distinct set of functions, based on its role and responsibilities within the CGIAR, and its unique competencies and interests. However, these roles are mutually supportive and complementary, thereby providing the CGIAR with its *systemic* character and making it much more than the sum of its parts. The linkages and interactions among the components in the System are reflected in their roles, responsibilities, and procedures and are reinforced by System-level decision processes for such functions as strategic and medium-term planning, financing and resource allocation, and monitoring and evaluation.

Key Components

The CGIAR System has the following key components:

The Consultative Group (The Group)

Members of the CGIAR are the Cosponsors (FAO, UNDP, UNEP, and the World Bank), other Members (countries, foundations, and international and regional organizations), and representatives from developing countries elected for fixed terms through FAO's regional conferences. The Group is headed by the CGIAR Chairman. New Members are "acknowledged" as such at the Group's Mid-Term and annual meetings, on the basis of a recommendation by the CGIAR Chairman.

International Agricultural Research Centers

These Centers are the active full-time research units of the CGIAR. There are sixteen CGIAR-funded Centers. Collectively, they are responsible for planning, developing, and implementing the approved research agenda, and for producing the research results expected by the System. All but three of the Centers are located in developing countries—four in Africa, three in Latin America, five in Asia, and one in the Middle East. Each Center is an autonomous, international institution, governed by an independent board of trustees.

CGIAR Committees

Decisionmaking by the Group is facilitated by two CGIAR standing committees—the Oversight Committee and the Finance Committee—which were established in May 1993. The System is also served by the advisory, partnership, and Center committees listed in the Contents, and by other *ad hoc* committees or working groups as necessary.

Advisory and Support Structure

The CGIAR System is advised on strategies and priorities, quality assurance, and other research policy matters by a Technical Advisory Committee, which is supported by its own Secretariat, located at FAO in Rome. The CGIAR and TAC are supported on all other aspects by the CGIAR Secretariat, provided by the World Bank and located at its headquarters in Washington, DC. Specifically, TAC focuses on strategies and priorities, and the CGIAR Secretariat on finance, information, and management matters. Major systemwide functions, such as planning and priority setting, resource allocation and financing, evaluation, public information, and external relations, are carried out by TAC and the CGIAR Secretariat, or by CGIAR Committees and Members with input from TAC and the CGIAR Secretariat.

In addition, the CGIAR collaborates with many partners. National agricultural research systems of developing countries—comprised mainly of research institutes, universities, NGOs, and the private sector—are both the principal clients and close collaborators of the Centers. Other partners include ARIs, universities, NGOs, and the private sector in industrial countries.

Decision Processes

The CGIAR reaches its decisions by consensus. Authority and responsibility for implementation of the Group's decisions lie with individual Centers, Cosponsors, and Members of the Group. The CGIAR Chairman's role is pivotal in ensuring that such a system works effectively. In addition, as noted earlier, the Group relies on a number of standing and *ad hoc* committees and a service unit for advice and guidance on a variety of issues. These CGIAR committees and units perform essential functions at the System level, and provide essential guidance to Center boards and management in the performance of analogous functions at the Center or inter-center level.

For example, while strategic and medium-term planning at the Center level are the responsibility of each Center's board and management, a similar function is performed at the System level by TAC and the CGIAR Secretariat in close collaboration with the Centers. System-level strategy and priority setting exercises, undertaken on a periodic basis, provide the context within which Center decisions can be taken and assessed. Similarly, the annual System-level endorsement of a comprehensive research agenda and matrix provides the basis for research planning and programming at each Center. As well, System-level discussions of financing and resource allocation give guidance to both the Centers and the CGIAR Members supporting them. Likewise, the monitoring and evaluation of research outputs and impact are undertaken by Center management as well as by several System components acting in concert. For instance, the quinquennial external program and management review of each Center requires close collaboration among several parts of the CGIAR, including the Center board and management, TAC, the IAEG, the CGIAR Secretariat, and the Group itself.

To ensure that the CGIAR's components as well as the System as a whole function effectively and efficiently, the Group has endorsed systemwide guidelines for each of these key functions, and regularly monitors their implementation. The processes used for preparing, endorsing, and implementing these guidelines are themselves collaborative and participative, thereby ensuring that each component of the CGIAR System has an opportunity to influence the systemwide decisions that affect it. [Information on these guidelines is available from TAC and the CGIAR Secretariat.]

II. THE CONSULTATIVE GROUP

The Consultative Group (The Group)

As noted earlier, the Consultative Group consists of independent Members. The CGIAR's membership includes industrial and developing countries, foundations, international and regional organizations, and regional representatives. They are joined in an informal association that serves shared objectives, and functions in a collegial and participative manner without infringing on member sovereignty.

Main Functions

The main functions of the Group are to:

- establish overall policy with respect to the nature and composition of the System that the Group supports. This includes decisions on research priorities, and guidance on how relations with organizations and activities outside of the System should be conducted;
- agree on a CGIAR systemwide research agenda, and provide its funding;
- decide whether a proposed initiative falls within the scope of the CGIAR, and is of high enough priority to be included in the System's research agenda;
- deal with regularly recurring matters that are within the responsibility of the Group. These include the endorsement or "acknowledgment" of appointments or re-appointments to key positions in the CGIAR System—the CGIAR Chairman, CGIAR Executive Secretary, TAC Chair, TAC members, IAEG Chair and members, and the TAC Executive Secretary—the standing committees of the CGIAR, and those members of a Center board of trustees who are nominated by the CGIAR; and
- ensure processes to monitor and review the performance of the Centers being supported by the Group and periodically review the performance and impact of the Group itself, thus ensuring accountability. This is done, for example, through the annual review of programs and budgets, annual financial audits of the Centers, and the periodic EPMRs of the Centers, which are organized jointly by TAC and the CGIAR Secretariat.

Procedures

The CGIAR has no constitution, bylaws, or written rules of procedure. It has no direct authority over the international centers under its umbrella because each Center is a separate, autonomous institution with its own legal make-up, board of trustees, and management. Each CGIAR Member decides independently the contributions it wishes to make to individual Centers or programs. Collectively, however, the CGIAR System attempts to fulfill research priorities established through technical analyses of global and regional needs.

The CGIAR is governed by the principles established at its inception in 1971: non-political operation, strengthened by independent technical advice, Member sovereignty, Center

autonomy, and informality and flexibility in operations. Collegiality and informality are important durable assets of the CGIAR. Decisions at the Group's meetings—the annual International Centers Week and Mid-Term Meeting—are made by consensus, and are announced by the Chairman at each meeting. These decisions are then implemented by individual Members of the Group and by individual Centers.

CGIAR Chairman

The CGIAR Chairman is nominated by the President of the World Bank, in consultation with the CGIAR through the Oversight Committee, from among the Bank's senior managers. Since 1974, all CGIAR Chairmen have been the most senior Vice President overseeing the Bank's sectoral work on agriculture. The CGIAR formally endorses the nomination of the Bank. The CGIAR Chairman provides intellectual and managerial leadership to the Group. He ensures that the interplay among multiple actors in the System is productive and harmonious, and thus preserves the coherence, relevance, and vitality of the System.

Main Functions

The CGIAR Chairman's main functions are to:

- guide the Group toward consensus on issues and actions, and shape a consensus for the Group's consideration when Members appear unable to reach closure on important issues;
- assist the Group in identifying problems and issues, defining strategies that will help in their resolution, overseeing their implementation, and reviewing progress;
- support the components of the CGIAR System in their efforts to remain relevant and effective;
- lead the constituency building and resource mobilization efforts of the CGIAR System; and
- lead the Group's external relations activities, and represent its interests in various fora.

In operational terms, the CGIAR Chairman presides over the Group's meetings, and helps shape a consensus while preserving the informality and collegial spirit that characterize the meetings of the CGIAR. He also provides leadership to the Group in defining strategy, reviewing progress, identifying problems and issues, and proposing solutions, with support from TAC on technical matters and the CGIAR's standing committees and Secretariat on other issues. In external fora, he functions as the "ambassador" of the System.

The CGIAR Chairman also facilitates resource mobilization for the CGIAR and the programs and Centers it supports. In addition, the Chairman is involved in retaining, and expanding, the membership of the Group through regular contacts with Members, including occasional visits to principal Members. [Contact with CGIAR Members is maintained regularly by the CGIAR Secretariat, and also by the Centers, for specific programs and projects]. The CGIAR Chairman selects the Executive Secretary of the CGIAR, upon completion of a selection

process undertaken by a search committee; and finalizes, in consultation with the Cosponsors and the Group, the membership of the CGIAR's standing committees.

Cosponsors

The Cosponsors—FAO, UNDP, UNEP, and the World Bank—impart international legitimacy and an assurance of continuity to the CGIAR. This legitimizing function is important for the CGIAR, which is an informal association of members. Support from the Cosponsors also provides a way of authenticating or enhancing the international character and status of Center operations. As well, it enables stakeholders and others working with the System to perceive it as a stable, ongoing venture.

Main Functions

The Cosponsors carry out certain specific responsibilities on behalf of the membership as a whole. These functions are to:

- finance the operations of TAC and its Secretariat, and the Impact Assessment and Evaluation Group. In addition, one of the Cosponsors, the World Bank, provides the Group's Chairman and the budget and staff of the CGIAR Secretariat;
- serve on the search committee for the CGIAR Executive Secretary, and recommend candidates to the CGIAR Chairman for selection;
- in consultation with the CGIAR Chairman and Members, identify and nominate the candidate to be appointed as TAC Chair; and
- in consultation with the Group's Members, propose to the Group candidates to be appointed as members of TAC and the Chair and members of the IAEG.

Procedures

The representatives of the Cosponsors are senior staff members of their respective agencies. They meet at least twice a year, immediately before the MTM and ICW, under the chairmanship of the CGIAR Chairman. The Cosponsors do *not* have the role of an "executive committee."

III. STANDING COMMITTEES

Oversight Committee

At MTM93, the Group established an Oversight Committee to ensure that due care and diligence are exercised in the operations of CGIAR and the Centers, and to advise the Group on particular issues; for example, strategic questions, such as the long-term vision of the CGIAR. Any policy, procedure, or instrument of the System or of its components is conceivably a subject on which the Committee may choose to comment, taking into full account the responsibilities of other components of the CGIAR.

Terms of Reference

The terms of reference of the Oversight Committee are to:

- ensure that due care and diligence are exercised in the operations of the CGIAR and the Centers by:
 - ascertaining if:
 - the System has in place a set of policies and instruments, including decisionmaking processes, that are conducive to an effective and efficient operation;
 - these policies and instruments provide adequate checks and balances; and
 - the policies and instruments are implemented and work well in practice; and by
 - maintaining a “watching brief” on the operations of the Centers and, when warranted, proposing to the CGIAR changes in existing policies and instruments; and
- carry out other *ad hoc* assignments at the request of the CGIAR or its Chairman.

Examples of issues that could be examined by the Oversight Committee include:

- *CGIAR System-level issues*, such as: the mission and strategy; the governance structure of the CGIAR; the principles and processes for making appointments to key systemwide positions; the System's policies and processes for ensuring and reinforcing accountability, including processes for conducting reviews; the CGIAR's business practices, including its deliberation and decisionmaking processes; and the modalities for partnerships with NARS, ARIs, NGOs, and the private sector; and
- *Center-level issues*, such as the policies, processes, and practices used in: governing the CGIAR Centers through their respective boards; ensuring effective leadership of the Centers; and conducting external and internal reviews. The OC also maintains a “watching brief” on the functioning of checks and balances on the Centers.

Procedures

The Oversight Committee reports to the Group. It chooses the subjects and issues on which to express a view, and it communicates these views to the broader CGIAR community through memoranda addressed to the CGIAR Chairman or through reports summarizing its deliberations. The Chair of the OC presents a report at CGIAR meetings. The OC may also commission studies or invite individuals to serve as resource persons as needed. In addition, members of the Group and the broader CGIAR community may suggest items for inclusion in the Committee's deliberations, but unless otherwise indicated, meetings of the Committee are closed to observers. However, the OC is not an "executive committee" of the CGIAR and does not act on its behalf, except on specific matters as requested by the CGIAR and its Chairman. It does not take decisions on behalf of the CGIAR, but expresses opinions or recommends action by the CGIAR.

The OC consists of six members who serve in their personal capacities. These members are nominated by the CGIAR Chairman following consultation with CGIAR Members. The nominations are endorsed by the Group. Each member of the OC serves for a single term of three years, except for the inaugural committee on which two members each serve for single terms of two, three, or four years to initiate a balanced rotation. The Committee elects one of its members as Chair, who serves for a one-year term, on a renewable basis, and a member of the CGIAR Secretariat serves as Secretary to the Committee. The OC meets at least two times a year, usually in connection with the biannual meetings of the CGIAR. Four members comprise a quorum.

Finance Committee

At MTM93, the Group established a Finance Committee to provide overall leadership for the efficient management of the Group's finances. The FC reports on its findings and recommendations to the Group at MTM and ICW for approval and final decisions. In developing its recommendations, the FC consults widely within the System, especially with TAC, the Center Directors, and the Oversight Committee.

Terms of Reference

The Terms of Reference of the Finance Committee are to:

- provide advice and recommendations for the efficient management of the Group's finances;
- consider the CGIAR's research agenda "matrix," derived from the medium-term plans, annual programs of work and funding requests of the Centers, and TAC's recommendations to the Group thereon, and make recommendations on funding allocations for the implementation of these programs;
- develop criteria for the allocation of the World Bank's contribution to the CGIAR;
- recommend an annual financing plan for the CGIAR, based on the agreed research agenda, including appropriate adjustments to the approved multi-year budgets of each Center based on annual estimates of income;

- consider and make recommendations on CGIAR financial policies and procedures, including such issues as: restricted *versus* unrestricted funding; standard practices regarding cost structures, overheads, and types of funding; Center financial management and control; procedures governing the administration of financial flows to Centers; and financial aspects of external program and management reviews; and
- identify, review, and recommend options for mobilizing new sources of funding for the Centers.

Procedures

The Finance Committee consists of ten member representatives, including the World Bank representative, who is a permanent member. FC members are selected through decentralized decisionmaking by the Group on the basis of nominations from caucuses of delegations. Two members are selected by and from among developing country members; six members are selected by and from among those industrial country members who in the previous year had contributed the equivalent of US\$1.0 million or more to support Center activities that are part of the CGIAR's agreed research agenda; and one member is selected by and from among the non-national group of institutional members—foundations and international and regional organizations.

Committee membership is rotated among members from each of the categories referred to above, except in the case of the World Bank, which is a permanent member and currently serves as Chair. Members of the FC serve for renewable two-year terms, except for the inaugural committee, on which three members each serve for single terms of two, three, or four years to initiate a balanced rotation of approximately one-third of the Committee each year. Membership of the Finance Committee is determined following appointments to the Oversight Committee to ensure fuller participation by the membership of the CGIAR. Staff support to the FC is provided by the finance team of the CGIAR Secretariat.

IV. ADVISORY COMMITTEES

Technical Advisory Committee

The Technical Advisory Committee plays a central role in the activities of the CGIAR. It provides independent advice and judgments on strategic issues and on the quality of the scientific programs supported by the CGIAR. It recommends research priorities and strategies to the CGIAR, and ensures the quality of research supported by the Group and its relevance to the CGIAR's goals and objectives. TAC also recommends the allocation of resources among Centers in the context of CGIAR-approved priorities and strategies.

Main Functions

The main functions of the Technical Advisory Committee are to:

- monitor changes in the global context which have implications for the CGIAR. For this, TAC commissions studies and invites experts to make presentations to it on various topics;
- recommend the medium and long-term strategies and priorities of the CGIAR, based on an in-depth and continuing review of national, regional, and international research activities, the preparation or commissioning of special studies and reports, and up-to-date knowledge of scientific developments. TAC monitors the research already supported by the Group, and recommends initiatives to close gaps in publicly-funded research that could best be filled by the programs and Centers supported by the CGIAR. It also draws up the CGIAR's research agenda "matrix" and recommends it to the Group, in consultation with the other stakeholders of the CGIAR;
- evaluate the quality and relevance of Center research and research-related programs, and monitor compliance with approved plans and CGIAR priorities. For this, TAC, jointly with the CGIAR Secretariat, arranges for periodic (generally quinquennial) EPMRs of the relevance, quality, effectiveness, and impact of each Center, and of the continuing need for its activities. It also conducts or commissions studies of programs and activities common to more than one Center;
- recommend annual systemwide resource allocation to CGIAR-supported programs and Centers. TAC undertakes an annual review of the programs and budgets of the Centers, and periodic reviews of Center medium-term plans and resource requirements. It also monitors and reviews, from a technical and scientific point of view, major program changes proposed by a Center before they are incorporated into the Center's approved program, and recommends appropriate action to the Group. TAC performs this function with inputs from the CGIAR Secretariat, and in consultation with the Finance Committee; and
- address across-center and System issues such as commodity/activity balance, regional distribution, inter-center conflicts, and monitoring of the System's evolution. For this TAC commissions task forces, study/review panels, and working groups, as needed, and, based on their reports, makes recommendations to the Group as appropriate.

Procedures

TAC is composed of distinguished scientists and experts from developed and developing countries, and acts either as requested by the Group or on its own initiative. It has up to fourteen members—appointed by the Group following wide consultation among its members—who serve in their personal capacities for terms of two years or less, renewable up to six years. Usually half of TAC's membership comes from developing countries and half from industrial countries. The TAC Chair has continuing responsibility for TAC's operations, and reports to the CGIAR at MTM and ICW on key agenda items, as well as on TAC activities not covered under other agenda items during these meetings. Members of the CGIAR can participate as observers in open sessions of TAC meetings.

TAC Secretariat

The TAC Secretariat provides technical and administrative support to TAC. It assists TAC with scientific and technical matters and prepares its reports.

Terms of Reference. The terms of reference of the TAC Secretariat include:

- supporting TAC in its assessment and monitoring of CGIAR priorities and strategies. Staff of the TAC Secretariat help to identify and analyze scientific policy issues;
- preparing documents for TAC; and organizing meetings of TAC and its subcommittees. Staff of the TAC Secretariat assist in preparing the documentation for and organizing the administration of these meetings, as well as other TAC activities;
- supporting the resource allocation process. Staff of the TAC Secretariat participate in the annual process of reviewing the programs and budgets of the Centers;
- helping to identify emerging issues and new initiatives. Staff of the TAC Secretariat regularly visit Centers and occasionally attend Center board meetings as observers. They also interact regularly with the CGIAR Secretariat, whose staff attend meetings of TAC as necessary; and
- organizing reviews, and assisting with the recruitment of experts for external review teams. The EPMRs of the Centers are organized and supported jointly by the two Secretariats. A TAC Secretariat staff member usually serves as the EPMR Panel Secretary, working in close collaboration with the CGIAR Secretariat resource person covering the review's management aspects. A TAC Secretariat staff member is normally assigned as the Secretary of other external review teams as well; for example, stripe or strategic reviews.

Procedures. The Executive Secretary of TAC is appointed by FAO. The search committee is co-chaired by the Assistant Director General of FAO, under whom the TAC Secretariat functions within FAO and who also serves as the FAO Cosponsor representative to the CGIAR. The committee is also co-chaired by the TAC Chair, and includes two TAC members, two representatives of CGIAR Centers—a Board Chair and a Center Director—and the Director of FAO to whom the TAC Executive Secretary reports administratively. Although

he is an FAO employee, the TAC Executive Secretary reports to the TAC Chair on program matters. The TAC Secretariat has a small complement of professional staff, who are also FAO employees. They maintain a close liaison between TAC and the CGIAR Secretariat at the World Bank and the committees of the CGIAR. The TAC Secretariat's budget and staff are administered by FAO; however, the costs of TAC's operations, including the cost of staff of the TAC Secretariat and the emoluments of TAC members and other expenses, are financed by the four Cosponsors.

Genetic Resources Policy Committee

At ICW94, the Group established a Genetic Resources Policy Committee to advise the CGIAR on policy matters regarding genetic resources issues and to assist the Chairman of the CGIAR in his leadership role in this area. The Committee aims to enhance the openness and transparency of discussions on genetic resources policy issues within the CGIAR community.

Terms of Reference

The terms of reference of the Genetic Resources Policy Committee are to:

- examine policy, legal, and ethical issues regarding genetic resources, and recommend CGIAR action as and when necessary;
- keep abreast of the mechanisms established by the Convention on Biological Diversity, the FAO Commission on Plant Genetic Resources, and other international groups, such as UPOV, as they relate to the CGIAR, and recommend CGIAR policies or mechanisms as necessary; and
- monitor the implementation of the CGIAR agreement with FAO regarding the placement of the *ex situ* plant genetic resources collections of the Centers under the auspices of FAO, and recommend CGIAR action, if necessary.

Procedures

The Committee is appointed by the CGIAR Chairman, following consultations with the CGIAR constituency. The members of the Committee serve in their personal capacities and have an initial term of two years. The Committee can co-opt experts from inside or outside of the CGIAR to assist as resource persons in its work. IPGRI provides secretariat services and staff support on technical matters.

Impact Assessment and Evaluation Group

The establishment of an Impact Assessment and Evaluation Group is a result of a proposal in the Lucerne Declaration and Action Program to "strengthen the assessment of [the CGIAR's] performance and impact by establishing an independent evaluation function reporting to the CGIAR as a whole." At MTM95, the CGIAR endorsed the establishment of an *independent* IAEG, reporting to the Group as a whole and to the CGIAR Chairman between meetings of the CGIAR.

Terms of Reference

The terms of reference of the Impact Assessment and Evaluation Group are to:

- facilitate the strengthening of the CGIAR's *ex post* impact assessment capabilities;
- provide guidance and oversight to impact assessment activities, and recommend appropriate action by the CGIAR and/or the Centers; and
- ensure that the design and conduct of evaluations document the impact of the CGIAR as a System.

Procedures

The IAEG consists of a Chair and two members, appointed initially for renewable two-year terms and who serve in their personal capacities. The Cosponsors serve as a search and selection committee, and propose the appointment of the IAEG Chair and members to the CGIAR for endorsement on a no objection basis. The IAEG interacts closely with TAC and the Inter-Center Working Group on Impact Assessment, established by the Centers. It has a support structure analogous to that of TAC. The IAEG meets at least annually, and organizes meetings and workshops with Center staff and evaluation experts as per its annual work program. It presents an annual report to the CGIAR on the System's impact. The IAEG is new and its terms of reference and procedures are still evolving.

V. PARTNERSHIP COMMITTEES

NGO Committee

As proposed in the Lucerne Declaration and Action Program, the Group endorsed at MTM95 the establishment of a NGO Committee to enrich the CGIAR's dialogue with the NGO community, strengthen the voice of NGOs in CGIAR decisionmaking, and enable the CGIAR to build an enduring and effective relationship with the NGO community. The specific objectives of the NGO Committee are to: seek to strengthen a people-centered approach to sustainable agriculture and its implementation; and contribute to a mutual understanding between NGOs, the CGIAR, farmer organizations, and fisheries and forestry producer organizations.

The NGO Committee complements the existing efforts of CGIAR Centers to maintain and strengthen working relationships with NGOs. Its members provide inputs to the CGIAR from a variety of perspectives relating to environmentally, socially, and economically sustainable agricultural development and research. The composition of the Committee seeks a reasonable balance along several dimensions: geographic coverage (South-North; regional); thematic interests (macro-policy issues and farm-level concerns; agricultural and environmental NGOs); gender (perspective; balance on Committee); and outreach capability (to reach global, regional, and national networks of NGOs). Committee members serve in their personal capacities, not as representatives of special interests or specific constituencies among the wider NGO community.

Terms of Reference

The Terms of Reference of the NGO Committee are to:

- help the CGIAR take into account NGO experience and perspectives in the formulation of its policies, priorities, and strategies;
- provide inputs on the best ways to improve farmer-scientist collaboration and the consideration of gender issues in the CGIAR's work, and to broaden the list of candidates for Center boards;
- advise the CGIAR on possible ways to engage in a broad-based, worldwide consultation process with interested NGOs, covering issues of common interest; and
- recommend ways of ensuring greater engagement by the Centers, national research systems, and CGIAR Members in farm-level activities, and of strengthening national agricultural research systems and their linkages with the rest of the global agricultural research system.

Procedures

The NGO Committee comprises up to twelve members, selected after wide consultation with the NGO community and who are appointed by the CGIAR Chairman for initial renewable two-year terms. Periodic rotation of Committee members ensures a balance between members from the South and North, and provides opportunities for a variety of perspectives to be considered by the Committee. Co-Chairs from the North and South guide the Committee's

deliberations, and are supported by a small, independent secretariat. The NGO Committee meets at least once a year, undertakes regular visits to the Centers, organizes workshops and consultation meetings with NGOs and other stakeholders, and reports to the Group at ICW. Since the Committee is new, its terms of reference and procedures are still evolving.

Private Sector Committee

As proposed in the Lucerne Declaration and Action Program, the Group endorsed at MTM95 the establishment of a Private Sector Committee to improve the dialogue with and facilitate collaboration between the private sector and the CGIAR. The broad mandate of the Committee is to provide a private sector perspective on the current status of global agricultural research and future needs. Its aim is to foster and develop new programmatic partnerships which exploit fully the respective strengths, network of relationships, and comparative advantages of the CGIAR and the private sector; it is *not* to engage the private sector as a future financial contributor to the Group. The Committee is co-chaired by one representative from the North and another from the South.

Terms of Reference

The Terms of Reference of the Private Sector Committee are to:

- interact with the CGIAR to provide a private sector perspective on the current status of global agricultural research and future needs. It serves as a link between the CGIAR and agricultural private sector organizations at large, in both the North and South. Through rotation of its membership, the Committee facilitates over a period of time a representation of the views of a broad cross section of the private sector in relation to policies, strategies, research priorities, and program activities in agricultural research and development in the North and South; and
- bring to the CGIAR its perspectives on such questions as:
 - current and future needs and priorities for agricultural research and development in developing countries;
 - current and future strategies of the private sector, especially in the South, to respond to those needs;
 - private sector views on CGIAR policies, strategies, and activities, including views on recent private sector research breakthroughs and cutting edge technologies that the private sector would be willing to share with the CGIAR;
 - identification of program thrusts that represent an opportunity for the private sector and the CGIAR to collaborate, and to optimize the comparative advantage of the respective partners to achieve mutual goals and objectives; and
 - evolution of a new partnership between the private sector and the CGIAR that represents a holistic and all-encompassing global approach to food security.

Procedures

The Private Sector Committee is made up of twelve members—including the two Co-Chairs—who serve in their personal capacities, and come from both the North and the South (six each), the different geographical regions, and large and small companies. Committee members are appointed by the CGIAR Chairman, in consultation with the Cosponsors, for initial renewable two-year terms. They represent the principal subsectors that are of particular interest to the CGIAR, viz.: agribusiness, fertilizers and crop protection, seeds/biotechnology, animal health/biotechnology, animal production, forestry, and fisheries. Serving on the Committee is expected to require a few days per year. The Committee is represented at CGIAR meetings through attendance by one of the Co-Chairs, and reports to the Group at ICW. Since the Committee is new, its terms of reference and procedures are still evolving.

VI. CENTER COMMITTEES

Committee of Board Chairs

The Committee of Board Chairs serves as a bridge between components of the CGIAR System. It interacts with the Centers, TAC, and the CGIAR Secretariat, and provides valuable feedback to the Group.

Main Functions

The main functions of the Committee of Board Chairs are to:

- encourage and develop effective leadership by Center boards. Through the CBC, Board Chairs are able to exchange experiences and information on issues of common concern, which should result in improved board performance to the mutual satisfaction of both board and Center management;
- facilitate increased coordination between Centers. Discussions, either within the CBC or an exchange of views in joint sessions with Center Directors, help to optimize each Center's contribution toward the achievement of CGIAR objectives, and help to ensure that the Centers adopt roughly similar standards and operating procedures; and
- contribute to the development of CGIAR policy. The CBC discusses all aspects of CGIAR policy and presents its views and advice in discussions with TAC, the Secretariat, and the Group.

Procedures

All Chairs of CGIAR-supported Centers are members of the CBC. The Chair of the CBC is elected by its members to serve for one year, with the term commencing at the conclusion of ICW. Normally, the Committee meets twice annually, but this may be reduced or increased as needs dictate. Meetings are usually held in conjunction with meetings of the CGIAR, and the CBC report to the Group is a standard agenda item during ICW. Except for those agenda items the CBC lists as "closed sessions," interested parties within the CGIAR System can attend CBC meetings as observers. This includes, in particular, Center Directors, with whom joint sessions are arranged, as appropriate, by the Chairs of these two groups. Other observers may include members of the CGIAR Secretariat, TAC, Cosponsors, or Member representatives. A staff member of the CGIAR Secretariat usually serves as Secretary to the CBC.

Center Directors Committee

The Center Directors Committee strengthens the CGIAR System by providing ongoing support and perspective on systemwide issues and on technical and management concerns of the Centers.

Main Functions

The main functions of the Center Directors Committee are to:

- inform members of important internal and external developments affecting the System and especially the Centers;
- discuss issues of common interest put forward by any part of the CGIAR System or its Members, and decide on a common position;
- implement activities of collective interest to the System and Centers through appropriate mechanisms for planning, sharing costs, and achieving results;
- ensure linkages with TAC and other components of the CGIAR System on matters of joint interest; and
- undertake certain public awareness activities for the System, and prepare a collective position of the CDC for discussions with representatives of any part of the CGIAR System, as well as for presentations at CGIAR meetings.

Procedures

The Director General of each Center is an *ex officio* member of the CDC. The Chair of the CDC is offered to a Director General according to his/her seniority as a Center Director, and provided he/she has not served in the position of Chair of the CDC before. The Chair rotates on an annual basis, with the term of office beginning at the end of ICW. The Chair of the CDC is assisted by an Executive Committee, which consists of the immediate past, present, and incoming Chairs of the CDC. The CDC has at least one annual meeting, which precedes ICW. The CDC has also established sub-committees to assist in its work. One such sub-committee is the Center Deputy Directors Committee, which reports to the CDC, and whose Chair is the Deputy Director General or a senior officer of the Center whose Director General is the Chair of the CDC. Other sub-committees of the CDC include committees on: priorities and strategies; sustainability and environment; public awareness and resources; intellectual property rights and plant genetic resources; and Sub-Saharan Africa.

Public Awareness and Resource Mobilization Committee

The Public Awareness and Resource Mobilization Committee is a strategic planning group, whose purpose is to help increase Member confidence in the CGIAR and its Centers and their work, and to expand the financial resource base available for financing the core programs of the CGIAR-supported Centers.

Main Functions

The main functions of the Public Awareness and Resource Mobilization Committee are to:

- design, review, and periodically update an overall strategy for public awareness and resource mobilization in support of programs of the CGIAR Centers; set priorities for

implementation of the various components of the strategy; and monitor implementation and impact in close collaboration with the CDC, the Finance and Oversight Committees, the IAEG, the Public Awareness Association (consisting primarily of Center Information Officers), the CGIAR Secretariat, and other relevant components of the CGIAR System;

- coordinate and monitor activities deemed by PARC to be important to enhance the impact of the overall strategy; for example, specific public awareness activities, impact analyses, and concentrated efforts in individual countries; and
- assess feasibility and likely impact of public awareness and resource mobilization activities proposed from inside and/or outside of the CGIAR System.

Procedures

PARC is composed of four Center Directors, one of whom is the Chair, as designated by the CDC; the Chair of the CGIAR Finance Committee; the Chair of the PAA; and two experts on public awareness and/or resource mobilization from outside of the CGIAR. The Center Directors are elected annually by the CDC, following an initial two-year term; and the outside experts are elected annually by PARC. The Committee meets at least twice annually for one to three days each time. The Executive Secretary of the CGIAR regularly attends PARC meetings, and a staff member of the CGIAR Secretariat serves as Secretary of the Committee. Execution of activities resulting from PARC's work are undertaken by various Committee members, the members of the PAA, and other CGIAR stakeholders, with support from individual Centers on specific tasks.

VII. CGIAR SECRETARIAT

The CGIAR Secretariat serves as the staff arm of the Group. It is, in effect, the CGIAR's principal service unit, and functions under the direction of the CGIAR Chairman. It is headed by the CGIAR Executive Secretary, and implements, or facilitates the implementation of, the Group's decisions. It focuses on finance, information, and management matters, complementing TAC's work in scientific and program matters and serving as a financial clearinghouse for the CGIAR to ensure that the System's research agenda is fully funded. The Secretariat's Science Advisor assists the CGIAR Chairman, Cosponsors, and other staff of the CGIAR Secretariat on science matters.

Main Functions

The CGIAR Secretariat carries out three broad sets of activities:

1. *Policy and analytical support to the CGIAR, its Chairman, committees, and other actors in the System.* These include: conducting studies; elaborating CGIAR policies and guidelines; providing technical support to the CGIAR and its committees; providing technical support to the Centers; and helping to organize and backstop external reviews.

In performing this function, the staff of the CGIAR Secretariat maintains close contact with the Centers, through various means such as: regular visits to the Centers; attending meetings of Center boards; participating in the periodic external reviews of Centers; providing advice and guidance on matters, such as finance and management; and facilitating the coordination of activities common to all Centers.

More specifically, the CGIAR Secretariat: i) develops guidelines and procedures for the CGIAR's financial operations; ii) monitors the financial and management aspects of the System, and provides background documentation and analysis for the CGIAR's various committees; iii) facilitates policymaking by identifying policy issues, analyzing them, identifying options for action, and bringing them forward to the Group for decision; and iv) acts as staff for the Chairman, Cosponsors, and CGIAR committees in the exercise of their functions. It also arranges for the implementation of policy decisions reached by the Group. To this end, it issues instructions on the Group's behalf or, alternatively, brings the Group's decisions to the attention of those responsible, or itself takes action.

2. *Building partnerships and managing relations, both within and outside of the CGIAR System, in support of the efforts of the CGIAR Chairman.* This includes: supporting the CGIAR Chairman's communications and external relations; representing the CGIAR; sustaining relations with CGIAR Members; producing and disseminating information about the CGIAR; and building constituency and undertaking public relations activities.

In performing this function, the CGIAR Secretariat is responsive to the need for effective internal communication within the CGIAR System, and the needs of those outside who are or should be interested in the CGIAR's publicly available information.

3. *Administrative services to the CGIAR and its committees, and to the broader System.* This includes: organizing CGIAR and committee meetings; communicating the results of CGIAR meetings; building and maintaining databases, for example, on financial information and boards; fostering the efficient exchange of information; managing the CGIAR's archives and library; and administering funds on behalf of some CGIAR Members.

In performing this function, the CGIAR Secretariat provides administrative support for meetings of the Group and of its committees. The Secretariat is responsible for the content and organization of the Group's meetings. In consultation with the CGIAR Chairman, it draws up the agenda for a meeting, drafts or commissions the drafting of documents, attends to their circulation in advance of a meeting, makes administrative arrangements for the meeting itself, and, following the meeting, prepares a report of the main conclusions reached and decisions made.

Procedures

Administratively, the CGIAR Secretariat is a department of the World Bank, which appoints its staff and pays all of the costs of its operations. The CGIAR Executive Secretary reports to the CGIAR Chairman. The CGIAR Executive Secretary is selected through a search process initiated by the CGIAR Chairman, who appoints a search committee that includes representatives from CGIAR Members, Cosponsors, and Centers, as necessary. All major stakeholders of the CGIAR System are canvassed for nominations. The final selection is made by the CGIAR Chairman, who consults with the Members of the Group. After obtaining their endorsement on a no objection basis, the Chairman appoints the Executive Secretary as a World Bank employee. [Annex 1 provides additional information on the appointment procedures for key positions in the CGIAR System.] Considering the size and complexity of the CGIAR System, the Secretariat is small. Its staff work in three teams, one each for finance, information, and management; and a science advisor supports its work, in consultation with TAC.

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[Limited copies of the above papers are available from the CGIAR Secretariat. The book by Warren C. Baum, entitled *Partners Against Hunger: The Consultative Group on International Agricultural Research*, is out of print. A library copy is maintained at the CGIAR Secretariat.]

ANNEX 1: THE CGIAR'S APPOINTMENT PROCEDURES FOR KEY POSITIONS

CGIAR Chairman

The CGIAR Chairman is nominated by the President of the World Bank, in consultation with the CGIAR through its Oversight Committee, from among the Bank's senior managers. Since 1974, the CGIAR Chairmen have all been the most senior Vice President overseeing the Bank's sectoral work on agriculture. The CGIAR officially endorses the nomination by the Bank.

Cosponsor Representatives

FAO, UNDP, UNEP, and the World Bank each designate a senior officer as representative to the CGIAR. Usually, this officer is the Assistant Director General or Director responsible for such departments or programs as Sustainable Development (at FAO), Global and Interregional Programs (at UNDP), Biodiversity (at UNEP), and Agriculture or Agricultural Research (at the World Bank).

Regional Representatives

Two fixed-term members represent each of the five FAO regions at meetings of the CGIAR. The regions select these representatives indirectly. During biennial FAO regional conferences, member countries from the region select two countries to represent them. The selected countries, in turn, each designate an official—often the head of the national agricultural research system—to serve as the regional representative to the CGIAR. Representatives serve two-year terms, and their appointments to the CGIAR are handled through FAO. The costs of the fixed-term representatives are covered by CGIAR Members through contributions to a CGIAR Special Activities Account.

CGIAR Nominees to Center Boards

The CGIAR Secretariat annually canvasses the Members of the CGIAR for nominations to fill vacancies on Center Boards, as specified by each board's nominating committee. It forwards the names submitted, supplemented by names from the CGIAR's Candidate Information System database and the Secretariat's own records, to the Nominating Committees, which select candidate(s) for approval by the board. These names are circulated by the CGIAR Secretariat to the Group for approval on a no objection basis. CGIAR-nominated members of Center boards serve in their personal capacities, and their terms of appointment are the same as those of at-large members. The bylaws of some Centers—for example, IFPRI—require that a specified number of board members be appointed by the CGIAR.

Other Key Positions

Other key positions of the CGIAR include the CGIAR Executive Secretary, TAC Chair, TAC members, and the TAC Executive Secretary. These positions are filled through wide search processes that enable all components of the System to nominate candidates.

Candidates are then reviewed/interviewed by specially-constituted search committees. Selected candidates are endorsed by the CGIAR membership through an informal process of consultation, followed by a formal process of obtaining endorsement on a no objection basis. Details of the appointment procedures for these key positions are given in Tables 1 to 4.

Table 1. Appointment Procedure for the CGIAR Executive Secretary

Responsibility	Step/Activity
CGIAR Chairman	<ol style="list-style-type: none"> 1. Establishes a search committee,* and finalizes the position description and selection criteria 2. Solicits nominations through a circular letter to CGIAR Members, partner organizations (NARS, ARIs, NGOs), TAC, and Centers
Search Committee	<ol style="list-style-type: none"> 3. Receives nominations, and prepares a matrix of names and biographical information 4. Reviews the matrix, and prepares a short list of candidates for reference checks 5. Interviews candidates on the short list, and recommends finalists to the CGIAR Chairman
CGIAR Chairman	<ol style="list-style-type: none"> 6. Selects the CGIAR Executive Secretary 7. Obtains the endorsement of the CGIAR on a no objection basis 8. Appoints the CGIAR Executive Secretary, in accordance with the World Bank's procedures for appointing senior staff 9. Announces the appointment through a circular letter to CGIAR Members

* The search committee includes representatives of the Cosponsors and others, as necessary. All major stakeholders of the CGIAR System are canvassed for nominations. The final selection is made by the CGIAR Chairman, who consults with Members of the Group.

Table 2. Appointment Procedure for the TAC Chair

Responsibility	Step/Activity
CGIAR Chairman	<ol style="list-style-type: none"> 1. Establishes a search committee,* and finalizes the position description and selection criteria 2. Solicits nominations through a letter to the Cosponsors, CGIAR Members, TAC, Centers, and NARS
Search Committee	<ol style="list-style-type: none"> 3. Receives nominations, and prepares a matrix of names and biographical information 4. Reviews the matrix, and prepares a short list of candidates for reference checks 5. Informally consults with CGIAR Members 6. Interviews candidates on the short list 7. Selects the TAC Chair, in consultation with the CGIAR Chairman
CGIAR Chairman	<ol style="list-style-type: none"> 8. Appoints the TAC Chair 9. Announces the appointment through a circular letter to CGIAR Members

* The search committee consists of representatives of the Cosponsors.

Table 3. Appointment Procedure for TAC Members

Responsibility	Step/Activity
TAC Chairman	<ol style="list-style-type: none"> 1. Prepares a matrix* defining needs (proposed size and composition of TAC)
Cosponsors	<ol style="list-style-type: none"> 2. Discuss and agree on matrix
TAC Chairman and CGIAR Secretariat	<ol style="list-style-type: none"> 3. Informally consult CGIAR Members, Centers, and NARS to solicit names and the curriculum vitae of potential candidates 4. Prepare a discussion note, suggesting candidates (with CVs) to Cosponsors
Cosponsors	<ol style="list-style-type: none"> 5. Discuss proposals, and informally consult within their respective agencies 6. Finalize recommendation to the CGIAR
CGIAR Secretariat	<ol style="list-style-type: none"> 7. Seeks endorsement on a no objection basis through letter to CGIAR Members 8. Determines consensus of the CGIAR Members
CGIAR Chairman	<ol style="list-style-type: none"> 9. Sends a letter of invitation to serve as TAC member 10. Announces appointments through a circular letter to CGIAR Members

* The matrix defines future requirements. It considers: the existing composition, gaps, and future needs; opportunities for new talents (disciplinary mix); and balance (regional, gender, and between continuity/change).

Table 4. Appointment Procedure for the TAC Executive Secretary

Responsibility	Step/Activity
FAO, Assistant Director General, and TAC Chair	<ol style="list-style-type: none"> 1. Establish a Search Committee,* and finalize the position description and selection criteria 2. Solicit nominations from CGIAR Members, TAC, Centers, and NARS through a joint letter from the FAO Assistant Director General and the TAC Chair
Search Committee	<ol style="list-style-type: none"> 3. Prepares a matrix, based on nominations received and curriculum vitae of candidates 4. Reviews the matrix, and prepares a short list of candidates for reference checks 5. Informally consults with CGIAR Members 6. Interviews candidates on the short list, and recommends finalists to the Director General of FAO
Director General of FAO	<ol style="list-style-type: none"> 7. Selects the TAC Executive Secretary, following informal consultations 8. Appoints the TAC Executive Secretary, in accordance with FAO's procedures for appointing staff 9. Announces the appointment of the TAC Executive Secretary

* The Search Committee is co-chaired by the Assistant Director General of FAO—to whom the TAC Secretariat reports administratively within FAO and who also serves as the Cosponsor representative to the CGIAR—and the TAC Chair. It includes two TAC members, two representatives of CGIAR Centers—a Board Chair and a Center Director—and the Director of FAO, to whom the TAC Executive Secretary would report administratively.